CONTENTS

Foreword	ix
Acknowledgements	xiii
Preface	xυ
Introduction	xvii
Crisis as a catalyst for change	xviii
An integrated approach to transformation	XX
1: Take stock	1
Assess current situation	2
Ensure near-term funding	3
Secure early wins (quick wins)	5
Mobilise a top team	9
2: Create the mandate	19
Understand the current situation	21
Determine external outlook	27
Evaluate company impacts and base case	30
3: Map the journey	39
Define aspirations	42
Explore strategic options	49
Determine strategic priorities	61
Develop initiatives and roadmap	68
Outline future operating model and organisation	74
Consolidate financial impact	82

CHANGING THE GAME

4: Mobilise	99
Create foundations for successful change	102
Establish governance structure	114
Set up transformation office	115
5: Execute and track	123
Set up initiatives and design detailed solutions	126
Build delivery schedule and assign responsibility	128
Ensure resources to lead, deliver and track	133
Conduct proof-of-concepts, prototypes and pilots	134
Manage initiative delivery	137
Close out initiatives	147
Evaluate impact of transformation against targets	150
Appendix I: Diagnosing company performance	155
Appendix II: Monitoring and improving cash flows	165
Appendix III: Defining aspirations in a workshop	171
Endnotes	175
About the authors	177
Index	179